

# Mission Statement and Core Values

## Mission Statement

The mission of the Lunenburg Police department is defined by a more advanced style of policing that emphasizes personal service and community problem resolution, and accentuates the uncompromising integrity, trust, respect, and accountability, of the Police Officers who are committed to providing a safe and secure environment for every citizen.

The men and women of the Lunenburg Police Department are required to accept, support, and carry out this mission in a manner consistent with our core values and with distinction, given all practical resources, in the interest of the protection of life and property, preventing crime, and preserving peace.

## Core Values

**Courage**—we, the men and women of the Lunenburg Police Department, accept as our primary obligation to be physically, morally, and mentally strong against the challenges we bear as law enforcement officers; always standing firm in the face of danger, confronting threats without apprehension, placing the safety and security of others before our own with honor.

**Integrity**—we possess an uncompromising sense of rectitude with undying respect and concern for humanity while safeguarding the dignity of all people; we are committed to the highest level of moral principles and ethics in our actions and appearance worthy of the public trust; never placing ourselves above the law and always inspiring the confidence of our community whether on or off duty.

**Commitment**—we will work together as a team, promoting leadership within the organization, among our peers and throughout the community; we are committed to faithfully meeting the demands of our profession, achieving organizational goals that serve the public, and performing the all of our duties to the best of our abilities with dedication and determination; preserving the reputation and morale of the police department; always accepting responsibility for our actions, always consistent, fair and impartial; treating all citizens with dignity and respect, and always concerned with the welfare and quality of life for all people.

# Goals for FY17

- 1) Work towards Accreditation to enhance the integrity and professionalism of police services. Acquire the **Power DMS** software program to help facilitate the accreditation process.
- 2) Replace two marked patrol vehicles to maintain reliable response to emergencies.
- 3) Place into service an All-Terrain Vehicle that will increase the level of police service in specialized areas of the community.
- 4) Seek out and apply for alternative funding sources, e.g. Federal Cops Hiring Program, Homeland security.
- 5) Increase the patrol staff to provide the community with better police coverage, increased visibility, faster response, stronger investigative function, better reporting, increased crime prevention initiatives, better community problem resolution and personal service.
- 6) Submit an RFP to the National Institute on Justice Bullet Proof Vest reimbursement program and subsequently receive 50% of the cost to replace 28 bullet proof vests.
- 7) Reduce crime and increase clearance rates.
- 8) Enhance the relationship between the police and public by increasing transparency, and strengthening communication.
- 9) Enhance animal control services.
- 10) Create a citizen police academy.

# FY17 Budget (Salaries)

Salaries	FY 16	TM FY17 Target	Police FY17 Budget requests	Above Target	Town Mgr. Recommended	Estimated Salary increases	Comments
Chief	89,304.00	93,825.00	89,303.13	?	98,206.00		Contract Negot.
Admin	48,661.00	49,007.46	49,007.46		49,007.00		
Sergeants	271,571.00 (Leap Year)	270,535.00	270,534.64		270,535.00	6,763.00	
Lieutenant	78,077.00 (Leap Year)	77,779.00	77,778.63		77,779.00	1,945.00	
Patrolman	468,629.00 (Leap Year)	470,355.00	470,355.40	160,674	470,355.00	11,759.00	3 officers/step inc.
Court Stipend	3,100.00	3,100.00	3,100.00		3,100.00		
Overtime	90,584.00	95,113.00	91,930.00	3,042.00	95,000.00	2,298.00	3 officers/step inc.
Com. Policing	3,500.00	3,500.00	3,500.00		3,500.00	87.00	
Shift Diff.	16,685.00	17,193.00	16,685.00	4,101.00	17,193.00	417.00	3 officers
Holiday	33,800.00	35,166.00	33,800.00	7,800.00	35,166.00	845.00	3 officers
Longevity	14,298.00	16,386.00	16,386.44		16,832.00	586.00	
Court	20,000.00	19,154.00	20,000.00		20,000.00	500.00	
IFS	20,000.00	19,768.00	20,000.00		20,000.00	500.00	
Retirements							
Uniforms	21,700.00	21,700.00	21,700.00	4,650.00	21,700.00		3 officers
Ed Incentive	50,053.00	57,298.00	57,297.85	15,175.00	58,411.00	1,156.00	
Fire. Quals	16,000.00	16,000.00	16,624.00	2,464.00	16,000.00	416.00	3 Officers/Step inc.
CPR							Included in Training
In Ser.Training	36,000.00	36,000.00	36,000.00		36,000.00	900.00	
Total	1,281,962.00	1,301,878.00	1,294,002.55	197,906.00	1,308,783.00	28,172.00	

# FY17 Budget (Expenses)

Expenses	FY 16	TM FY17 Target	Police FY17 Budget requests	Above Target	Town Mgr. Recommended	Estimated Salary Increases	Comments
Equip. MTC.	5,500.00	5,218.00	5,610.00	392.00	5,610.00		.02%
Printing	4,000.00	4,162.00	4,080.00	80.00	4,000.00		0.2%
Postage	750.00	750.00	750.00	0	750.00		
Office Supplies	4,000.00	3,121.00	4,080.00	959.00	3,100.00		0.2%
Bullet Proof Vest	3,600.00	3,600.00		0	-		Not Needed
FQ Supplies	7,000.00	7,283.00	9,700.00	2,417.00	9,700.00		Includes Taser
Badges	2,500.00	2,500.00	2,550.00	50.00	2,550.00		0.2%
Dues/Memb.	4,370.00	4,547.00	4,400.00		4,400.00		Fee increase
Train Crs Fees	13,300.00	13,837.00	14,000.00	10,363.00	14,000.00		3 Officers/Fee Inc
Canine Exp.		Future expense					
Total	45,020.00	45,018.00	45,170.00	14,261.00	44,110.00	28,172.00	

# FY17 Budget (Lock-up, Police Fire Medical, Injury Leave)

Police Lockup	FY 16	TM FY17 Target	Police FY17 Budget requests	Above Target	Town Mgr. Recommended	Estimated Salary Increases	Comments
Salaries	70,000.00	73,500.00	73,000.00	-500.00	73,000.00		
Purchase Of Services	2,500.00	2,550.00	2,800.00	250.00	2,800.00		
Supplies	2,500.00	2,550.00	2,800.00	250.00	2,800.00		
Sub-Total	75,000.00	78,600.00	78,600.00	0	78,600.00		
Police Fire Medical	FY 16	TM FY17	Police FY17 Budget Requests	Above Target	Town Mgr. Recommended	Estimated Salary Increases	Comments
Med. Expenses	5,000.00	5,000.00	5,000.00	0	5,000.00		
Sub-Total	5,000.00	5,000.00	5,000.00	0	5,000.00		
Injury Leave	FY16	TM FY17	Police FY 17 Budget Requests	Above Target	Town Mgr. Recommended	Estimated Salary Increases	Comments
Salaries	5,000.00	5,513.00	5,513.00	0	5,513.00		
Sub-Total	5,000.00	5,513.00	5,513.00	0	5,513.00		
Total Police	1,411,982.00	1,436,009.00	1,428,285.55	212,167.00	1,442,005.00	28,172.00	
Total Police above target without 3 officers				4,685.00			

Department	req 2017	req 2018	req 2019	req 2020	req 2021
Police vehicle (marked) (1)					\$60,000.00
Police vehicle (207 & 210) 49,00 & 58,000	\$107,000.00				
Police vehicle (marked, unmarked) 212 / 202 (2)		\$111,000.00			
Police vehicle (un-marked) 201 (1)				\$58,000.00	
Police vehicle (marked) 204 / 205 (2)			\$112,000.00		
4 Patrol rifles, 2 shotguns, 6 Ballistic Shields, less than lethal firearms					\$16,000.00
Speed sign with traffic data recording system					
4 wheel drive all terrain off road enforcement vehicle	\$17,000.00				
8 Tasers		\$10,000.00			
Video cameras. (officer worn) & storage					
Portable Radios + 3% approx. per year					\$45,000.00
Duty Gear 29 Officers \$400.00 per 8 Years + 2%			\$11,600.00		
Repeater/Radio infrastructure compliance upgrades (Off T-Band)					\$50,000.00
29 Bullet Proof Vests + 2% approx. per year	\$17,500.00				\$38,000.00
6 Tasers. Replacement of fy 13 purchase					\$18,000.00
Automatic license plate reader + 3% per year			\$25,000.00	\$27,000.00	
Language translators \$950 per (14 units)			\$13,500.00		\$227,000.00
GPS / Automatic Vehicle Location( AVL) tracking system			\$25,000.00		
Traffic Accident Diagram software/hardware					
Thermal imaging camera		\$12,000.00		\$12,000.00	
Crime mapping software					
Archived Records Room / Office Space development					
Capitol Building repairs					
Car port support beam replacement					
Elevator ( first to second floor public safety building)				\$200,000.00	
Riot control Protection Gear	\$20,000.00				
TOTAL	\$161,500.00	\$133,000.00	\$187,100.00	\$297,000.00	\$227,000.00

# Future Funding Requests

# PowerDMS

## Uses for PowerDMS in Accreditation

- ☑ Electronically attach internal policies to the accreditation standard for easy recall
- ☑ Prepare surveys electronically, without the time and cost of paper processes
- ☑ Electronically highlight pertinent areas of your written directives or proofs
- ☑ Build electronic accreditation files that can be accessed by auditors before they arrive for a site visit
- ☑ Easily delegate tasks to obtain proofs from other employees
- ☑ Quickly create visibility dashboards and reports
- ☑ Quickly recall officer acknowledgement / attestation of vital standards
- ☑ Track and ensure direct reports are signing documents and obtaining training

## Uses for PowerDMS in policy Processes

- ☑ Quickly recall officer policy acknowledgement / attestation following an incident
- ☑ Access officer compliance records with an intuitive search
- ☑ Reduce paper costs by storing documents electronically
- ☑ Immediately distribute new policies to officers electronically, as they become available
- ☑ Give officers access to mission-critical policies on a laptop or smart device
- ☑ Make only the most current version of a policy is accessible to staff
- ☑ Expedite policy enactment with electronic workflow / approval processes
- ☑ Allow officers to view and electronically sign new / updated policies
- ☑ Reduce liability maintaining electronic records of officers' policy attestation
- ☑ Highlight and review changes to new and revised policy documents
- ☑ Set automatic reminders for policy renewal / review deadlines
- ☑ Bookmark frequently used documents for quick reference
- ☑ Archive old versions of documents

## Uses for PowerDMS in training Processes

- ☑ Test officers based on their training retention / performance
- ☑ Retain and make training content available for anytime viewing
- ☑ Create complete e-learning courses with video and PowerPoint content
- ☑ Track and maintain training content inventory
- ☑ Set reminders for officers or departmental training renewal
- ☑ Automatically remind employees to renew trainings before they expire
- ☑ Tie training to accreditation standards
- ☑ Generate reports on officer training and testing performance
- ☑ Produce training reports to send to state regulators
- ☑ Monitor to ensure officers meet required number of training hours
- ☑ Electronically maintain records of officer training for quick recall following an incident

# Mandatory Training

## Mandatory In-Service Topics 2016

- ☑ Full day of legal updates
- ☑ Eyewitness identification
- ☑ Defensive tactics skills training
- ☑ Use-of-force concepts and tactics revisited
- ☑ Fair and Impartial Policing & Procedural Justice
- ☑ Online Critical Incident Response Protocol class
- ☑ Annual firearms training and re-qualification requirements
- ☑ Meet the statutorily mandated CPR and first aid training requirements
- ☑ Emerging Issues regarding police training and community interactions

## Professional Development

- ☑ FBI LEEDA-Leaders without Titles
- ☑ FBI-LEEDA-Command Institute
- ☑ FBI-LEEDA-Executive Institute
- ☑ FBI-LEEDA-Supervisor Leadership Institute
- ☑ FBI-LEEDA Media and Public Relations
- ☑ Advanced Roadside Impaired Driving (ARIDE)
- ☑ Child Passenger Training Certification
- ☑ Crash Reporting
- ☑ Speed measurement Certification
- ☑ Sexual Assault Investigation Certification
- ☑ Crime Scene Investigation
- ☑ Crime Scene Photography
- ☑ Crash Reconstruction
- ☑ Detective Basic Training
- ☑ Advanced Accident Investigation
- ☑ Arson Investigation
- ☑ Interrogation and Interviewing
- ☑ Firearms Instructor
- ☑ Drug Enforcement

# FY17 Above Target

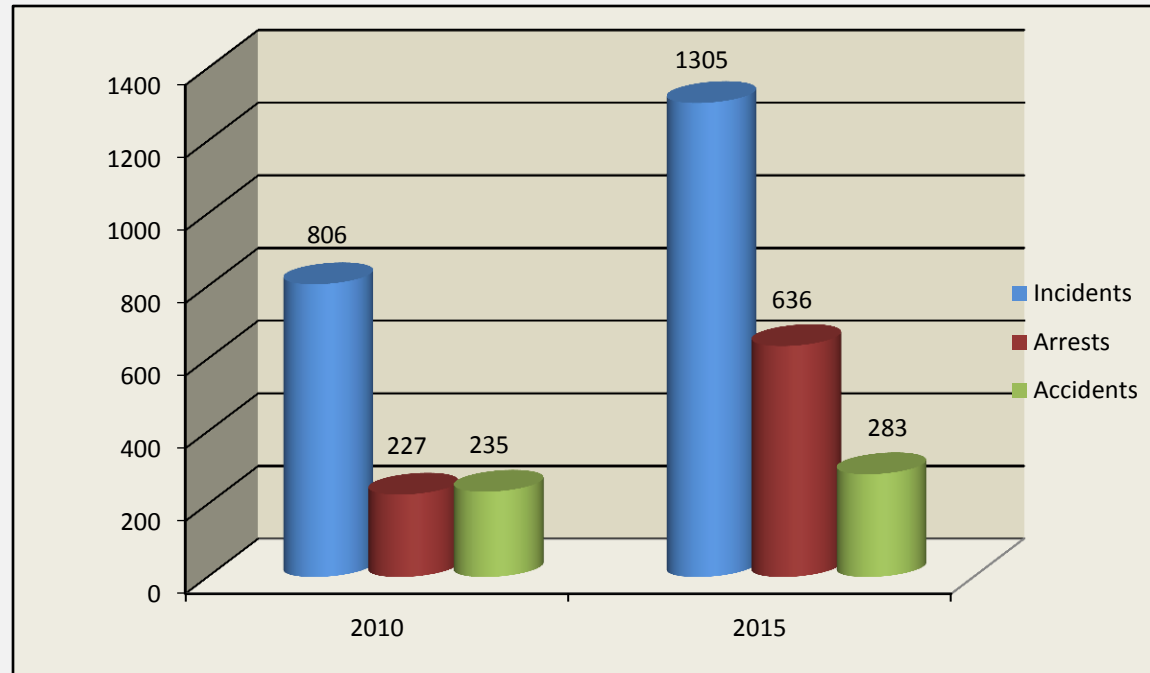
FY 2017 3 Additional Police Recruits			Explanation
Description	Payroll	FY 2017 Above Target	
Patrol Officer	160,674	160,674	3 @ Step Two
Overtime	3,042	3,042	Max Patrol rate coverage
Shift Differential	4,101	4,101	1 Eve, 1 Night, 1 Day
Holiday	7,800	7,800	3 @ 2,600.00
Uniforms	4,650	4,650	3 @ 1,550.00
Ed Incentive	15,175.00	15,175.00	1 MS, 1 BS, 1 AS
Fire. Qual.	1,840	1,840	16 Hrs. each
Sub Total Payroll	197,282	197,282	
Train. Course Fees	10,200.00	10,200.00	3,400.00 per Officer Academy Fee
Total: Police Recruit	207,482.00	207,482.00	
Total: One Officer	69,160.66	69,160.66	

## Five Years

Arrests 180.1% increase

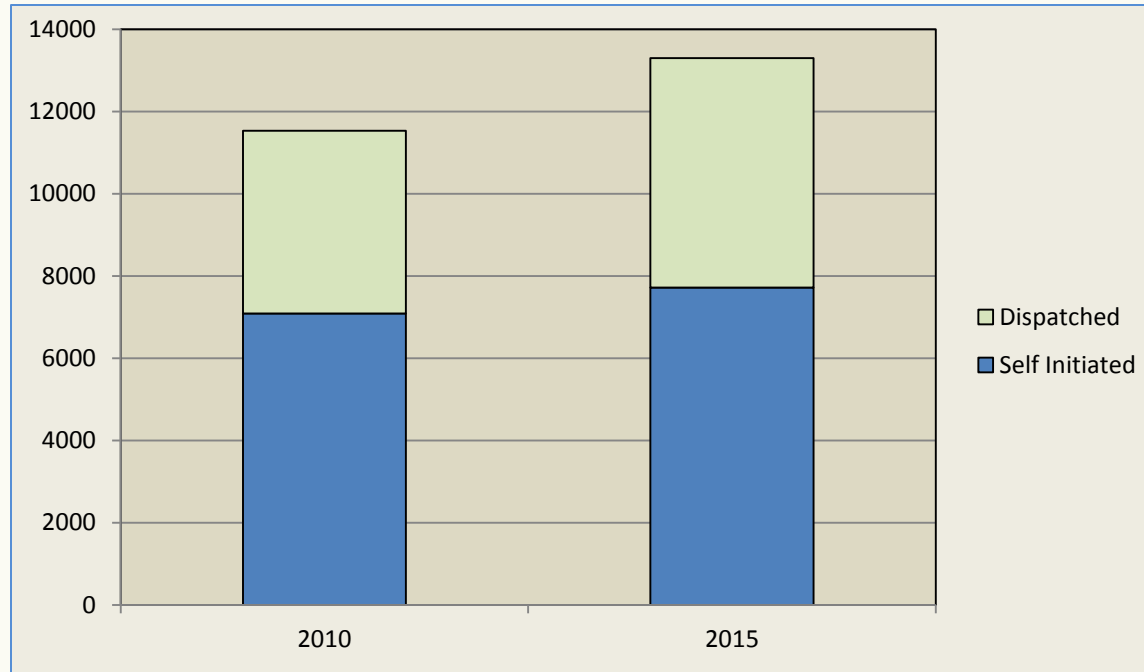
Incidents 61.9% increase

Accidents 20% increase

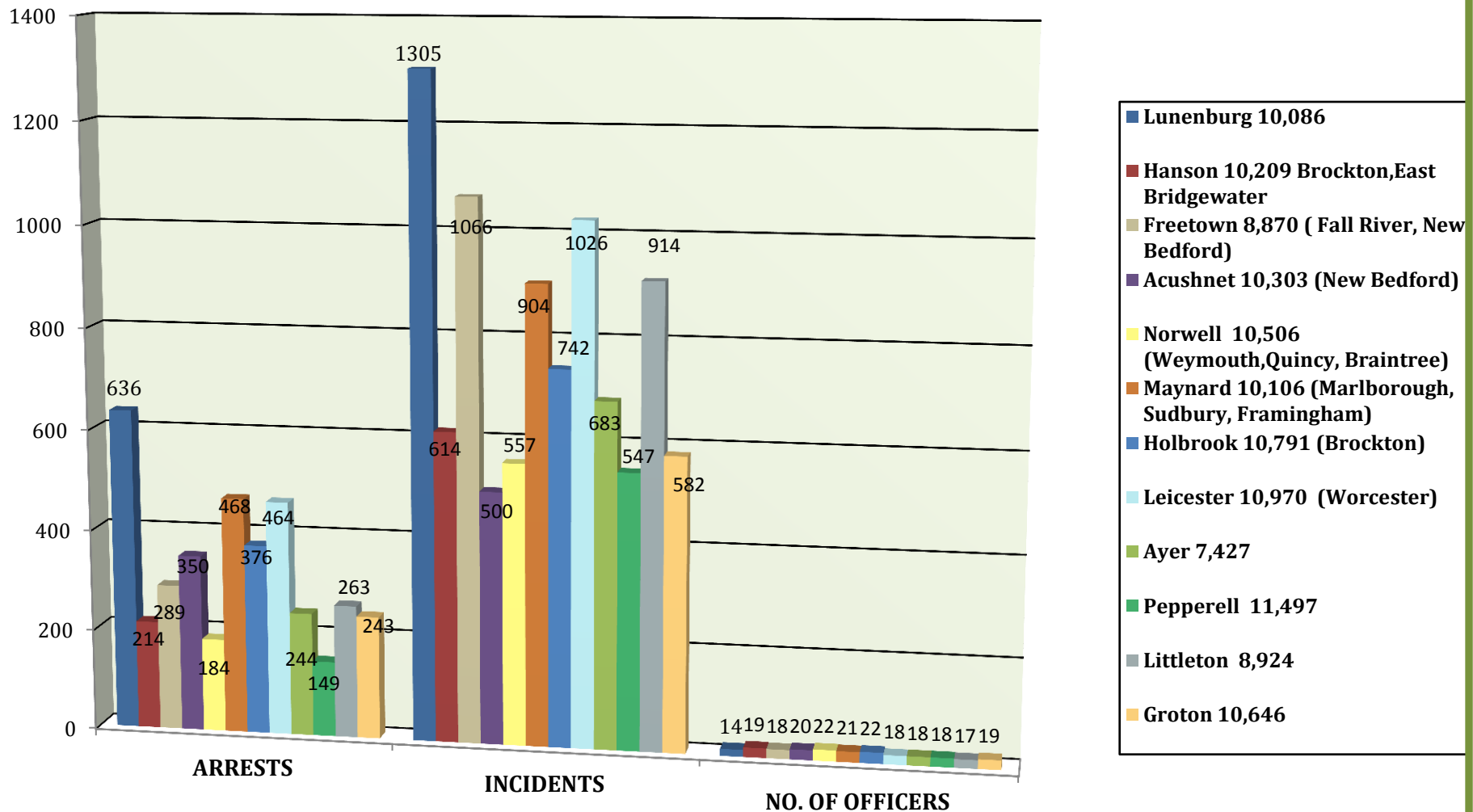


# Calls for Service last Five Years

**Self Initiated      8.8% increase**  
**Dispatched        25.6% increase**



## Comparison of Towns with similar demographics and bordering communities





## Uniform Crime Reports

[Home](#) • [About Us](#) • [CJIS](#) • [UCR](#) • [Crime in the U.S. - 2010](#) • [Crime in the U.S. 2010](#) • [Tables](#) • [Table 71](#)

U.S. Department of Justice  
Federal Bureau of Investigation

# CRIME IN THE UNITED STATES

Criminal Justice Information Services Division

[Feedback](#) | [Contact Us](#) | [Data Quality Guidelines](#) | [UCR Home](#)

[CIUS Home](#) | [Offenses Known to Law Enforcement](#) | [Violent Crime](#) | [Property Crime](#) | [Clearances](#) | [Persons Arrested](#) | [Police Employee Data](#) | [About CIUS](#)

**Table 71**

Full-time Law Enforcement Officers  
By Region and Geographic Division by Population Group  
Number and Rate per 1,000 Inhabitants, 2010

[Overview](#) | [Data Declaration](#) | [Download Excel](#)

		Total (11,356 cities; population 197,172,429)	Group I (74 cities, 250,000 and over; population 56,581,538)	Group II (193 cities, 100,000 to 249,999; population 28,908,827)	Group III (437 cities, 50,000 to 99,999; population 29,978,412)	Group IV (812 cities, 25,000 to 49,999; population 27,951,300)	Group V (1,853 cities, 10,000 to 24,999; population 29,350,253)	Group VI (7,987 cities, under 10,000; population 24,402,099)	Total city agencies	2010 estimated city population
Region/geographic division										
TOTAL	Number of officers	448,806	164,306	52,541	51,072	49,883	55,959	85,144	11,356	197,172,429
	Average number of officers per 1,000 inhabitants	2.3	2.7	1.8	1.7	1.8	1.9	3.5		
	Number of officers	118,708	46,608	8,134	12,850	15,536	16,808	18,772	2,648	44,886,743
NORTHEAST	Average	2.6	4.1	2.8	2.1	1.9	1.8	2.8		
	officers per 1,000 inhabitants									
	Number of officers	28,236	2,094	3,910	4,941	5,784	6,051	5,456	808	12,956,907
NEW ENGLAND	Average number of officers per 1,000 inhabitants	2.2	3.3	2.7	2.0	1.9	1.8	2.9		
	Number of officers	90,472	44,514	4,224	7,909	9,752	10,757	13,316	1,840	31,929,836
MIDDLE ATLANTIC	Average number of officers per 1,000 inhabitants	2.8	4.1	2.9	2.1	1.9	1.8	2.7		
	Number of officers	96,472	28,545	7,375	10,990	12,841	15,398	21,223	3,374	44,558,939
SOUTH	Average	2.2	3.1	1.8	1.6	1.6	1.8	2.8		
	Number of officers									
	Number of officers									

# Town Reports

**1996 12 Officers** As a result of obtaining a COPS MORE grant from the Federal Government in the amount of 75,000, we were able to hire on additional police officer, bringing our police force up to twelve (12) full time officers.

**2004 13 officers:** Low staffing levels continue to be an issue for our Police Department. The number of full-time officers is significantly lower than recommended levels for a community our size. As our community grows, as well as the communities around us, so do the number of calls for service the officers respond to.

**2005 13 officers:** This combination of residential growth, projected growth and an over 100% increase in incidents/calls for service over the past five years has proved to be quite a challenge for our patrol staff. Once again this year, I stress the importance of investing in proper patrol and office staffing to accommodate this increasing demand for police services and administrative office responsibilities. The number of full time officers (12) and office staff

**2006 13 officers:** I continue to work with town officials as part of a concerted effort to address our department's staffing and capital needs in order to keep pace with rapid town and regional population/commercial growth and the resulting increased demands for services made on our department.

**2007 13 officers:** The department continues to operate understaffed while at the same time we are faced with increased responsibilities within the office as well patrol and investigative calls for service. The police department remains well below the local, state and national recommended staffing levels for a community our size and location.

**2008 13 officers:** We continue to work with town officials to retain and hopefully increase our staff to handle the increasing calls for service as our economy struggles. We remain cautiously optimistic that national economic stimulus plans will include funding to help local government hire and train more police officers.

**2009 13 officers:** Low staffing levels within this department continues to be an issue for us. The present number of full-time officers is significantly lower than recommended levels for a community our size.

**2010 13 officers:** Low staffing levels within this department continues to be an issue for us. The present number of full-time officers is significantly lower than recommended levels for a community our size.

**2011 13 officers 14 budgeted:** We continue to work with town officials as part of a concerted effort to address our department's staffing and capital needs.

**2012 13 officers, 14 budgeted.**

**2013 13 officers 14 budgeted:** Growth has and will continue to bridge the gap between staffing levels and the work load. This issue is cause for concern presently and going forward. The level of service will continue to decay and the police department will eventually be viewed by the community as ineffective. As I stated in this year's budget, "Police services in this Town will never rise to an adequate level without a meaningful infusion of personnel."

**2014 14 officers:** Staffing issues never seem to go away. The Town has far outgrown its police department. The increased demand for service with inadequate staffing has a direct effect on our ability to decrease overtime, reduces officer initiated activities, and compromises our crime clearance rate.

**AUTHORIZED LEVEL APPROACH** :Employs minimum staffing but often needs to adjust staffing deployment based on daily needs.  
**Officers were held over or called in 81 times between July 13<sup>th</sup> 2015 and January 30<sup>th</sup> 2016.**  
**Funded by the Investigations and Field Services (IFS) account**

Arrest/Extra Coverage	Investigation	Warrant
Missing Child use K-9	Arrest	Extra patrol Thanksgiving
Investigation	Investigation	K-9 Cal in
Crime Scene	Investigation	Investigation
Crime Scene	Arrest/Reports	Investigation
Arrest	Arrest/Reports	Investigation
Arrest	Drug Task Force	Investigation
Direct Traffic	Drug Task Force	Arrest/Reports
Arrest	Arrest	Reports
Direct traffic	Arrest	Reports
Arrest	Arrest	Investigation
Extra patrol	Drug Investigation	Warrant, arrest/lab
Wires down	Arrest & Reports	Arrest
Arrest	Motor vehicle Call in	K-9 call in
Boat-high volume calls	Arrest, meet with lawyer	Special assignment
Motor Vehicle Accident	Arrest	Scam invest.
Boat-high volume calls	Fatal MVA invest	Extra patrol New years eve
Storm Coverage	Fatal MVA invest	School Bomb Threat
K-9 Task force	Reports	Motor Vehicle Accident call in
Motor Vehicle Accident call in.	K-9 used	Motor Vehicle Accident call in
Motor Vehicle Accident call in.	Investigation	Arrest/MVA
Arrest/reports	Arrest/MVA	Investigation
Arrest/Reports	Reports	Warrant/Arrest/Lab
Storm Coverage	Open House	
Arrest	K-9 Task Force	
Investigation	K-9 Call in	
Arrest	Car Chase	
Investigation	Investigation	
Investigation	K-9 in service (grant funded)	
Arrest/Reports	Investigation	
Arrest/Reports	Reports	
Drug Task Force	Investigation	
Drug Task Force	Arrest	